

Montgomery County Maryland

CountyStat 2008 Fourth Quarter Report

This report is the third in a series of quarterly reports published by the Montgomery County Maryland CountyStat Initiative. These reports focus on the major themes of CountyStat in its first year and will provide a high-level review of activities and progress made during this period. The three major themes of CountyStat in Year 1 are Capacity Building, Policy Translation, and Data Analytics and Integration. Each theme is discussed later in this report in greater detail. All of these themes fit within the overall principles of CountyStat:

- **Require Data-Driven Performance**
- **Promote Strategic Governance**
- **Increase Government Transparency**
- **Foster a Culture of Accountability**

Through adherence to these principles, CountyStat seeks to improve performance by creating greater governmental accountability, providing clearer transparency into County operations, applying data analytics to the decision-making process, and ensuring decisions are implemented by conducting relentless follow-up. The most visible aspect of CountyStat's ongoing efforts is the weekly meeting that brings together the County Executive and Chief Administrative Officer with department directors to engage in data-based performance discussions. We are moving from measuring activity and outputs to measuring outcomes and creating a culture of "managing for results."

CountyStat Meetings

CountyStat consists of a series of regular meetings during which the County Executive and the Chief Administrative Officer use real-time data to discuss the departments' performance strategies. The main objective is to improve the efficiency and responsiveness of government by using up-to-date data as the ongoing focus for day-to-day management and long-term policy making.



CountyStat Meeting Types

Performance Plans	Meetings focus on the creation of individual departmental performance plans through the development of headline performance measures that focus on department's core functions and the delivery of measurable results.
Cross-Agency Initiatives	Meetings focus on implementation of the County Executive's cross-agency initiatives by continually assessing the status of ongoing efforts and the creation of performance measures that guide departmental activities.
Departmental Issues	Meetings focus on issues that impact one or multiple departments and require coordination amongst departments. These meetings provide timely response to critical issues facing Montgomery County.

Each type of CountyStat meeting serves a distinct purpose and contributes to the cumulative efforts of the County Executive to create a more responsive and accountable County government.

Performance Plan Meetings

During the 4th Quarter of 2008, CountyStat reviewed the performance plans of the Departments of Transportation, Liquor Control, General Services, Finance, Economic Development, Environmental Protection, and Health and Human Services. In addition, CountyStat reviewed the performance plans for the Offices of Consumer Protection, Intergovernmental Relations, and Public Information. In each instance, CountyStat refined existing performance measures in an effort to better capture the totality of departmental efforts and align their headline measures to industry and regional standards. CountyStat found that in many instances, departments understood the importance of reporting data, but did not have the tools to accurately capture meaningful performance data. CountyStat continues to seek opportunities to enable and empower departments' performance reporting by building their capacities through training and the creation of data analysis tools. This theme of Capacity Building represents an ongoing effort between CountyStat and departments. In the 4th Quarter, CountyStat increased its capacity building efforts through the support of the County Internal Survey. This survey provides County employees the opportunity to evaluate the quality of services departments offer internally. CountyStat assists in this process by administering the survey, conducting data analytics, and providing departments with the opportunity to seek out best practices and improve their performance.



Cross-Agency Initiative Meetings

CountyStat supports a series of meetings which focused on each of the County Executive's Cross-Agency Initiatives. These meetings brought together key stakeholders in multiple County departments and agencies outside of Montgomery County Government. During this quarter, CountyStat reviewed the Pedestrian Safety and Affordable Housing Initiatives as well as the issue of foreclosures. Ensuring that each of these Initiatives continues to demonstrate measurable progress requires the facilitation of CountyStat to provide an operational assessment of each Initiative's underlying policy. Close monitoring and collaboration ensures that the priorities of the County Executive are accurately interpreted by departments. This theme of Policy Translation is another ongoing effort between CountyStat and departments to make certain that Initiative stakeholders accurately prioritize resources. In the 4th Quarter, CountyStat is in the final stages of developing the Montgomery County Performance Dashboard. This will serve as a valuable tool for policymakers and residents to monitor County department's performance over time to ensure the needs and priorities of residents are consistently met by County policies.

CountyStat 4 th Quarter Cross-Agency Initiative Reviews
Pedestrian Safety Initiative
Affordable Housing Initiative
Foreclosures

Departmental Issue Meetings

Departmental Issue meetings focus on either individual or multiple departmental issues that have come to the attention of the County Executive, Chief Administrative Officer, or CountyStat. During the 4th Quarter, CountyStat held departmental issue meetings on the issue of overtime and to discuss the results of the County Internal Survey. CountyStat found that there is a need within the County to further develop the data analytics capability of departments, particularly in the field of geospatial analysis. Cross-department issues such as foreclosures, speed cameras, and pedestrian safety all can benefit from the inclusion of GIS technology into the decision making process. CountyStat is supporting the increased use of GIS analysis by working with county departments to draft presentations that incorporate the use of these technologies.



Major Themes

During the 4th Quarter of 2008, CountyStat aimed to establish a data-driven analytic capability within the County Executive's Office. Through ongoing facilitation, CountyStat has focused on developing three major themes: Capacity Building, Policy Translation, and Data Analytics and Integration. Each of these themes contributes to increasing the overall efficiency and effectiveness of County government in a transparent and accountable manner.

Capacity Building

County Internal Survey

CountyStat has worked with Departments in a variety of ways to create new measures and new ways of examining performance. CountyStat has been helping internal service departments to talk about and measure customer service in a common way through the annual Internal Customer Satisfaction Survey. The survey goes out to all Management Leadership Service (MLS) employees, who rate their satisfaction with twelve services provided by seven different departments:

- County Attorney
- Finance
- General Services (building services, capital development, fleet, leased space needs, print/mail/archives, and procurement)
- Human Resources
- Management and Budget
- Public Information
- Technology Services

The survey was first conducted in 2007 with the results forming a baseline to measure future performance against. The results of the 2008 survey were the subject of the CountyStat meeting held on December 19th. All eight departments showed improvements in their overall level of customer satisfaction. The largest increases were seen in the Department of General Services' capital development and leased space needs services and in the Department of Technology Services. Across all departments, the factor that showed the most improvement was the level of effort users had to invest to successfully utilize the internal service(s).

Using a shared measure of customer satisfaction and reporting on customer service performance together enables Departments to approach customer service in new ways.

- Departments are able to talk about customer service using a common language.
- Departments learn about each other's best practices and have an opportunity to adapt these practices to their own operations.
- Departments gain an appreciation for how their own efforts affect the customer service of others.

Policy Translation

Developing the Montgomery County Performance Dashboard

Over the past year CountyStat has worked closely with departments to develop a set of headline performance measures designed to monitor the progress and impact each department is having on Montgomery County. To further expand government transparency and accountability, CountyStat will be presenting headline performance measure information in a web-accessible dashboard. To create a performance dashboard, departments began by collecting existing performance data across divisions, and then worked with CountyStat to refine this list of metrics down to a concise, comprehensive set of reporting metrics that represent the core functions of each department. The dashboard will allow managers, employees, and residents to get a complete picture of how departments are doing, and how performance has changed over time.






Dashboard Design

- Structure is customized to reflect department goals.
- Measures were constructed to reflect a department's progress toward its particular objectives.
- Metrics for all major department functions are displayed in a concise format.
- The dashboard includes financial, operational, programmatic, communications, and customer survey performance metrics.

CountyStat collaborated with the Department of Technology Services to develop a system that will report on departments' progress on their headline performance measures consistently at relevant intervals. Residents and other interested parties will be able to view headline performance measure data by County department and Results Area. This system will display performance data over time, along with an assessment of improving or declining performance.

By tracking progress toward department goals, consistent performance metrics can help a department and its staff to recognize its relative strengths and identify opportunities to further enhance performance. Reporting of these measures will empower County leaders to engage in regular structured discussion of each department's progress toward its strategic goals. It will allow users a way to quickly access performance data for County departments and will further encourage data-driven decision-making.

Montgomery County Performance Dashboard Sample Report

Performance Search				
Department:	List All			
Result Area:	Please Select			
Measure Type:	Please Select			
<input type="button" value="Search"/>				
<p>Glossary of Terms</p> <p>Results Area: The Eight Priority Objectives developed by a group of 100 community representatives during the 2006 County Executive Leggett Transition.</p> <p>Headline Measure: Outcome-based measures that monitor results achieved by County departments.</p> <p>Supporting Measure: Measures that link budget items to departmental Headline Performance Measures and monitor results achieved at programmatic level.</p> <p>The Selected parameters are: All Departments ;</p>				
Detail	MeasureText	Current Value	Previous Value	Year Performance
Detail	Insurance Services Office/ Building Code Effectiveness Grading Schedule Score - One-and Two-Family Dwellings	5	NA	2005 
Detail	Insurance Services Office/ Building Code Effectiveness Grading Schedule Score - Commercial Structural	4	NA	2005 
Detail	Environmental Stewardship - Carbon footprint (Million metric tons carbon dioxide equivalent)	0.116	0.114	2006 
Detail	Percentage of youthful offenders under 18 who are diverted through HHSD into substance abuse or mental health treatment programs who do not re-enter the juvenile justice or adult correction system within 12 months of being assessed compliant with requirements	98.7	98.6	2007 
Detail	%of Customers Rating the Ability of OMB Staff to Provide Effective Support in Solving Problems as Somewhat or Very Effective on the OMB Customer Survey for the Budget Process	90.7	NA	2007 
Detail	Average 12 months Job Retention rates for current and former Temporary Cash Assistance recipients who are placed in jobs	80	80	2007 
Detail	Circulation of Library Materials Per Capita	11.8	11.5	2008 
Detail	Library Visits Per Capita	9.7	9.4	2008 

Data Analytics and Integration

GIS Integration

In the 4th Quarter, CountyStat integrated data analysis into the decision making process by collaborating with the Department of Transportation (DOT) and the Montgomery County Police Department (MCPD) to assess program effectiveness and efficiency utilizing GIS technology, and with DHCA to further understand the impact of foreclosures. GIS provides a powerful analytic tool that allows for spatial analysis of location based data. The benefits of GIS as a decision-support tool cross departments. Spatial analysis is increasingly important in connecting formerly isolated information and is essential in communicating information in complex ways. Expanding, maintaining, and enhancing the use of GIS technology for data analysis is essential for understanding the interconnections of departments and programs. CountyStat used GIS technology to perform program tracking and impact analysis to assess the impact and effectiveness of the DOT programs relating to Pedestrian Safety and MCPD's Safe Speed Automated Speed Enforcement Program. CountyStat also used GIS to determine the extent of foreclosure impacts on the County and its Regional Service Areas.

Pedestrian Safety

Through GIS analysis, CountyStat was able to assess the impact of DOT programs on pedestrian safety by determining the relationship between the spatial location of High Incident Areas, Bus Stop Improvement Program (BIP) sites, and Safe Routes to School (SRTS) Program areas. For SRTS, CountyStat studied pedestrian collision data for 10 schools that had a SRTS study performed; the data represented two years prior to the study and two years afterwards. By mapping pedestrian collisions in a geographic area around the schools, CountyStat was able to determine that the Safe Routes to School program appears to be effective in reducing collisions. In particular, there was a decline in the number of pedestrian collisions within a quarter mile of Bethesda Chevy Chase and Oak View Elementary Schools; each school had 5 pedestrian collisions before SRTS was implemented, and the number of collisions decreased to 3 collisions and 1 collision, respectively. Across all studied sites, there were 23 pedestrian collisions in the two years prior to SRTS studies; there were 9 pedestrian collisions in the two years following the SRTS studies. CountyStat recommended that the next round of schools to participate in the program should include those with a high number of collisions.

Working with DOT, CountyStat assessed the effectiveness of the Bus Stop Improvement Program in addressing pedestrian collisions by analyzing the number of collisions occurring in areas targeted for bus stop improvements before and after their completion. CountyStat analyzed data around bus stops that were improved in 2006 or 2007. There was a decline in collisions from the year before treatment (2005) to the year after treatment (2007). CountyStat recommended that in the future the Bus Stop Improvement Program should apply this type of data analysis to guide selection of corridors for treatments to maximize its impact. Analysis of pedestrian collisions indicates that there are opportunities to target programs to maximize their effects; GIS will likely continue to play a large role in analysis of pedestrian collision data in determining the most effective methods of utilizing limited resources.

Speed Camera Program



Germantown (20874), and Montgomery Village (20886) communities. Collectively, these zip codes represent 29% of the overall notices of sale and lender purchases.

CountyStat also assessed the impact of County foreclosure prevention efforts. This analysis determined that foreclosure prevention counseling has positive results, but more information on the impact of foreclosure prevention counseling needs to be tracked to be able to better link these services to outcomes. Foreclosures will continue to be tracked. GIS will enable this information to be cross-referenced with other County data to assess the impact of foreclosures on other County services.

Summary of High-Level Outcomes

(During the 4th Quarter Period)

Performance Plans:

In all Performance Plan Meetings, CountyStat worked with Departments to revise existing and develop new headline performance measures to more accurately capture their contributions to Montgomery County.

<p>Finance</p>	<p>Status of Headline Measures:</p> <p>Fully developed measures: 5 Measures under revision: 1 New or under construction measures: 2 Measures removed as headline measures: 0</p> <p>Status of Performance Plan: Finalized</p> <ol style="list-style-type: none"> 1. Finance is developing benchmarks for several of its measures using comparable counties in order to facilitate a discussion of their performance. 2. Finance is working to fill critical staffing positions to enable better management of its workload.
<p>General Services</p>	<p>Status of Headline Measures:</p> <p>Fully developed measures: 2 Measures under revision: 3 New or under construction measures: 5 Measures removed as headline measures: 5</p> <p>Status of Performance Plan: Under Revision</p> <ol style="list-style-type: none"> 1. The Department of General Services (DGS) is revising its headline measures extensively to better capture the range of outcomes the department is responsible for. 2. DGS's Procurement division will begin tracking the stages of the procurement process in more detail in order to analyze and identify opportunities to improve the process. 3. DGS will work with CountyStat and other departments to analyze Montgomery County's fuel purchasing strategy in order to identify opportunities for efficiencies. 4. DGS will work with CountyStat and other departments to analyze Montgomery County's preventive maintenance practices for its fleet to identify opportunities for improvements.
<p>Environmental Protection</p>	<p>Status of Headline Measures:</p> <p>Fully developed measures: 7 Measures under revision: 0 New or under construction measures: 2</p>

	<p>Measures removed as headline measures: 0</p> <p>Status of Performance Plan: Under Revision</p> <ol style="list-style-type: none"> 1. The Department of Environmental Protection (DEP) has aligned its performance measures to seamlessly incorporate its new function of Solid Waste Management. 2. Based on CountyStat recommendations, DEP is examining best practices in other jurisdictions for addressing the amount of carbon emissions that are averted through Clean Energy programs. 3. DEP is developing measures that will evaluate the impact of DEP programs on watershed health, including a measure relating to the Index of Biological Integrity and a measure that reflects DEP's requirements under their National Pollutant Discharge Elimination System (NPDES) Permit.
Intergovernmental Affairs	<p>Status of Headline Measures:</p> <p>Fully developed measures: 4 Measures under revision: 1 New or under construction measures: 1 Measures removed as headline measures: 0</p> <p>Status of Performance Plan: Finalized</p> <ol style="list-style-type: none"> 1. The Office of Intergovernmental Relations (IGR) is developing a process to track and measure customer service across its operations. It is also developing a mechanism for better tracking non-appropriated priorities to better depict IGR's impact. 2. IGR is developing a mechanism for capturing effectiveness that appropriately weights priorities and solicits customer feedback. 3. IGR will be working with CountyStat to benchmarks, past performance or future projections as a strategy for measuring the results IGR has achieved against in order to determine the effectiveness of efforts.
Health and Human Services	<p>Status of Headline Measures:</p> <p>Fully developed measures: 13 Measures under revision: 0 New or under construction: 3 Measures removed as headline measures: 0</p> <p>Status of Performance Plan: Finalized</p> <ol style="list-style-type: none"> 1. DHHS constructed a measure to quantitatively articulate the outcome of activities across the department. They will continue to refine this measure of departmental performance as data collection improves. 2. DHHS will review its performance plan to ensure that there are headline performance measures in each of its five Service Areas. This will result in

	additional measures for Aging and Disability Services and Behavioral Healthy and Crisis Services.
Transportation	<p>Status of Headline Measures:</p> <p>Fully developed measures: 6 Measures under revision: 2 New or under construction measures: 6 Measures removed as headline measures: 3</p> <p>Status of Performance Plan: Under Revision</p> <ol style="list-style-type: none"> 1. The Department of Transportation (DOT) is improving its methods for soliciting input on customer service from users of parking facilities and will be implementing a secret shopper program. This will provide a more comprehensive means of incorporating analytical support and demonstrating where improvements can be made 2. DOT worked with CountyStat to develop measures that accurately reflect expectations of service reliability and safety 3. DOT worked with CountyStat to create a better mechanism for tracking CIP transportation projects in order to determine why projects are delayed and attribute those delays to factors that were within or outside the control of DOT.
Consumer Protection	<p>Status of Headline Measures:</p> <p>Fully developed measures: 0 Measures under revision: 0 New or under construction: 7 Measures removed as headline measures: 0</p> <p>Status of Performance Plan: Finalized and Published</p> <ol style="list-style-type: none"> 1. CountyStat assisted OCP in assessing its data collection needs in order to begin collection January 1 for its headline performance measures. 2. OCP has refined its performance measures to break out certain measures by the dollar amount in controversy, which will allow the department to assess its strengths in regard to case resolution.
Liquor Control	<p>Status of Headline Measures:</p> <p>Fully developed measures: 5 Measures under revision: 2 New or under construction: 1 Measures removed as headline measures: 1</p> <p>Status of Performance Plan: Under Revision</p> <ol style="list-style-type: none"> 1. DLC will develop an outcome-based performance measure focused on alcohol compliance repeat offenders. This will eventually replace its

	<p>measure of the number of compliance checks done in a year.</p> <p>2. DLC will study possible ways of benchmarking its sales per retail associate measure against other control jurisdictions.</p>
Economic Development	<p>Status of Headline Measures: Fully developed measures: 8 Measures under revision: 0 New or under construction: 8 Measures removed as headline measures: 0</p> <p>Status of Performance Plan: Finalized and Published</p> <ol style="list-style-type: none"> 1. The Department of Economic Development (DED) will integrate their performance plan into their strategic guidance documentation. 2. DED will link the performance of each headline measure to overall County indicators in an effort to understand County performance relative to peer jurisdictions. 3. DED will draft a strategy for implementing a marketing management system with a focus on the creation of a viable web presence.
Public Information	<p>Status of Headline Measures: Fully developed measures: 2 Measures under revision: 2 New or under construction: 3 Measures removed as headline measures: 1</p> <p>Status of Performance Plan: Finalized and Published</p> <ol style="list-style-type: none"> 1. The Public Information Office will examine best practices and research various options, for gathering polling data or focus group feedback that indicates if priority messages are reaching the public. 2. The PIO is identifying the key cross-departmental deficiencies regarding the written documents (letters, emails, announcements, speeches, etc.), develop a process, and identify resource needs to address these inadequacies in a timely manner. 3. The PIO has developed Develop internal strategic planning processes and procedures that allow for the alignment of resources to priority activities.
<p>Cross-Agency Initiatives:</p> <p>In all Cross-Agency Initiative Meetings, CountyStat worked with a wide range of departmental stakeholders to identify and prioritize performance variables that contribute to the success of the County Executive's Cross-Agency Initiatives.</p>	

Pedestrian Safety Initiative	<ol style="list-style-type: none"> 1. The Pedestrian Safety Initiative will use only Montgomery County Police Department (MCPD) traffic collision data to analyze collisions. Supplemental data from the Montgomery County Fire and Rescue Service did not add enough new information to justify creating a new process to bring those two data sources together. 2. The Department of Transportation (DOT) Safe Streets and Secure Neighborhoods appears to have decreased collisions within ¼ mile of the schools that have received treatments through the program. 3. There are relatively few alcohol-related pedestrian collisions in areas with high concentrations of establishments that serve alcohol, such as downtown Bethesda and Silver Spring, where MCPD uses saturation patrols. 4. Collisions involving seniors show clusters in downtown Bethesda and Silver Spring and in an area along Rockville Pike.
Foreclosures	<ol style="list-style-type: none"> 1. Foreclosure events, including defaults, notices of sale, and lender purchases (REOs), spiked early in 2008, and have since declined overall due to the decline in defaults across the County. Despite this, there has been an increase in notices of sale and lender purchases. 2. According to foreclosure event data from the State and CountyStat analysis, the areas most severely impacted by foreclosures were in Mid County and Up County. 3. Foreclosure counseling in the County has been demonstrated to have positive outcomes for clients. DHCA, moving forward, will work to expand this service. 4. DHCA will work with Regional Services Centers to more proactively identify vacant properties in order to mitigate any code enforcement issues.
Speed Cameras	<ol style="list-style-type: none"> 1. CountyStat worked with the Police Department to analyze its speed camera and traffic collision data to assess the effectiveness of the automated traffic enforcement program. 2. CountyStat found that there is a significant decline in traffic violations at each speed camera site over time, indicating that the number of speeding vehicles has declined at those locations. 3. CountyStat also found that average speed declined at all locations, though the effect was mitigated at locations where speed was less of an issue. MCPD has modified its site selection process since the program's inception to place more emphasis on crash and speed endangerment. 4. Based on limited traffic collision data for the studied locations, collisions, on average, declined after cameras were installed. MCPD will continue to

	monitor this data over time and for newly installed camera locations to ensure this effect is maintained.
Departmental Issues: In all Departmental Issues meetings, CountyStat applied rigorous data analysis to assist departments in identifying and remedying issues that impact their ability to provide high quality and efficient services to Montgomery County.	
Overtime	<ol style="list-style-type: none"> 1. Inmate population spikes have led to increased overtime use at the Department of Correction and Rehabilitation (DOCR). 2. Storms led to spikes in overtime use at the Department of Transportation (DOT) and at the Montgomery County Fire and Rescue Service (MCFRS). 3. Departments will continue to monitor employees who earn large amounts of overtime. Departments will also monitor employees who have earned both a large amount of overtime and taken large amounts of sick leave.
Internal Customer Survey	<ol style="list-style-type: none"> 1. All departments showed improvement over their ratings from last year. Those showing the most improvement were the Department of General Services (DGS)-Building Services, DGS-Leased Space Needs, and the Department of Technology Services (DTS). 2. Several departments have adopted a single-point-of-contact model where a single departmental staff member is responsible for overseeing and facilitating interactions with a given customer department. 3. DGS is working toward a DGS.com customer service model by adding online portals to many of their services.

CountyStat Meeting Content: 4th Quarter 2008

- 12/19/08: Montgomery County Internal Customer Survey
[\[Presentation\]](#) [\[Follow-Up Memo\]](#)
- 12/9/08: Department of Police: Safe Speed Program
[\[Presentation\]](#) [\[Follow-Up Memo\]](#)
- 12/2/08: Department of Liquor Control: Performance Plan
[\[Presentation\]](#) [\[Follow-Up Memo\]](#)
- 11/21/08: Department of Transportation: Performance Plan
[\[Presentation\]](#) [\[Follow-Up Memo\]](#)
- 11/14/08: Department of General Services: Performance Plan
[\[Presentation\]](#) [\[Follow-Up Memo\]](#)
- 11/7/08: Office of Consumer Protection: Performance Plan
[\[Presentation\]](#) [\[Follow-Up Memo\]](#)
- 11/7/08: Department of Finance: Performance Plan
[\[Presentation\]](#) [\[Follow-Up Memo\]](#)
- 10/31/08: Department of Economic Development: Performance Plan Follow-Up
[\[Presentation\]](#) [\[Follow-Up Memo\]](#)
- 10/24/08: Montgomery County Foreclosures: Real-Time Issue Discussion
[\[Presentation\]](#) [\[Follow-Up Memo\]](#)
- 10/21/08: Pedestrian Safety Initiative: Cross Agency Initiative Follow-Up
[\[Presentation\]](#) [\[Follow-Up Memo\]](#)
- 10/17/08: Department of Environmental Protection: Performance Plan
[\[Presentation\]](#) [\[Follow-Up Memo\]](#)
- 10/14/08: Department of Health and Human Services: Performance Plan
[\[Presentation\]](#) [\[Follow-Up Memo\]](#)
- 10/10/08: Cross-Departmental Issue: Overtime Meeting 3
[\[Presentation\]](#) [\[Follow-Up Memo\]](#)
- 10/07/08: Office of Intergovernmental Relations: Performance Plan
[\[Presentation\]](#) [\[Follow-Up Memo\]](#)
- 10/03/08: Public Information Office: Performance Plan
[\[Presentation\]](#) [\[Follow-Up Memo\]](#)